

Using Best Practice Standards to Improve Performance

A toolkit from Investors in People

Best practice standards are a powerful tool for business improvement. Providing an opportunity for sharp focus, structure and analysis, they can be used as a simple roadmap for improved performance and management excellence.



This toolkit sets out how to use people management standards to structure and drive any organisation forward through people.

The international Investors in People Standard is one of the most recognisable people management brands. Since 1991, the Investors in People Standard has been used by organisations to embed a philosophy of continuous improvement through management excellence. Right from top to bottom in any business – adoption of the Investors in People approach is a commitment to raising performance by engaging, developing and investing in your people.

We've drawn this guide together from our work with Investors in People accredited organisations from across the world and our research to date. We've asked people what really matters to them, the tools that are useful, and pulled everything together in this guide.

Who is this guide for?

- **Leaders** of any type of organisation seeking a benchmark for their people management practices
- **Leaders** wanting to align business, team and individual objectives
- **HR managers** seeking guidance and support on strategies that deliver greater engagement
- **People** seeking to understand the impact of people management standards and Investors in People



What is a best practice approach?

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A 'best practice' approach is one which consistently yields results beyond those achieved through other means. A "standard" captures these practices in an accessible form to enable organisational effectiveness and efficiency, setting guidelines for what is expected for high performance, and providing insight on how to drive improvements. Organisations adopting best practice models benefit from tools that accelerate innovation and productivity.

The Investors in People best practice Standard

The IIP Standard is a milestone on the continuous journey to improved leadership, management and people development.

Put simply: Investors in People sets the benchmark for people management excellence. It provides a structure and framework based on the very best business practices. Our distinctive accreditation, held by over 15,000 organisations worldwide, is a recognised mark of a great business.

We are Investors in People:

[Watch our video](#) to learn more



Quick Tools



5 minutes

Download

the Investors in People Standard.
Get it. Print it. Share it.

Always free.



10 minutes

Take the test to benchmark your
organisation against the Investors
in People Standard and download
your personalised report



Take a day

Attend a **free workshop** to
understand the steps to achieve
Investors in People accreditation.
UK wide



Let's talk

Arrange a 1:1 meeting
with one of our licensed
Investors in People
practitioners

Why get accredited?

Formal accreditation against international standards can be a great way to reassure customers and stakeholders, engage current employees and attract future talent. The accreditation process is often a fantastic opportunity for independent perspective, employee feedback and professional advice against recognised principles of a people management Standard.

Every organisation holding Investors in People accreditation has been independently checked by one of our experienced assessors. The Investors in People accreditation is tightly controlled across the world and only licensed Investors in People assessors are able to award 'accredited' status. As a result, organisations that proudly display the accreditation are recognised as leaders in people excellence and benefit from becoming part of the wider Investors in People community.

See the benefits [here](#).



Why use a People Management Standard?

Organisations of all sizes use people management standards to underpin their approach to managing people to maximise results. They provide:

- **Direct access to knowledge to optimise an organisation.** People management standards provide a structure and a framework which brings sharp focus to the areas that really matter for better people practices.
- **Understanding of where to focus.** An assessment will identify strengths and weaknesses, along with areas for quick improvement. For example, the Investors in People assessment process is based on direct feedback from your employees. It's a thorough analysis of whether practices are working across your organisation and where you can further develop.
- **Benchmarking against the best.** Standards are developed in partnership with world leading organisations, and used by thousands of organisations across the world, so they are built on principles and practices that really work.

But will it work here?

The skill in using a best practice standard is being able to apply the principles in different organisational contexts. Our assessors and advisors have worked with organisations of all sizes, sectors and industries, bringing deep experience and relevance for your business' needs.



Why Investors in People?

- **We're trusted.** Investors in People was the world's first people management Standard. With over 20 years' experience championing the best management practices, we are leaders in the field. We continue to work together with industry experts, trade bodies, government, clients and consumers to keep our Standards relevant for the changing workplace and the challenges organisations face today and tomorrow.
- **Connecting people to business.** Organisations meeting the IIP Standard can demonstrate a clear linkage between individual objectives and the wider business ambition. It's about connecting your people with your wider vision and purpose for long-term sustainability.
- **It's your journey.** The Investors in People Standard is outcome based. We don't define the process or policies you have in place. The level of achievement links to outcomes and outputs – Can people evidence the positive impact? Do people understand the benefit and value of how things are done? Is it really a great place to work?
- **Going above and beyond.** The levels at Bronze, Silver & Gold offer benchmarks for higher levels of people excellence. Working with the extended Framework offers stretch for organisations already realising the potential of their people, and the extra recognition these organisations deserve.
- **Recognising success.** Our distinctive accreditation makes your organisation stand out from the crowd. Across 25 countries, the laurel mark is the symbol of an outstanding business. It's a worthy aspiration and an award to celebrate. We recognise the importance of celebration with our annual Awards night.

 [Watch this year's highlights here](#)

The difference Investors in People makes

Business Improvement

Process streamlining
Increased efficiency

71% of accredited employers indicated that some business improvement had arisen in their organisation at least in part as a result of working towards IIP. (Year 1)



Watch the Landmark London hotel highlight their essential move to an inclusive working culture, leading to improved customer satisfaction and guest experience. [View the video case study here](#)

Leadership & Management

Confident, clear and trusted leadership
Strategic focus and alignment

68% of accredited organisations report an improved quality of leadership skills and 62% an improved quality of management policies. (Year 2)

Investors in People accredited organisations present a higher degree of management performance compared to other UK businesses (Cranfield, 2010)



Watch how ScotRail's managers tie into wider strategies, how the core value of involvement and empowerment is embedded and how people feel valued across the organisation. [View the video case study here](#)



**INVESTORS
IN PEOPLE**

Best Practice Standard

Whatever sector or industry your organisation operates in, organisations working with our Standard and adopting our best practice principles report increased efficiency, productivity and engagement. Adopt the Standard in your organisation to see the impact and benefits clients have reported on.



Profitability

Positive impact on the bottom line

28% of private sector IIP employers saw an increase in their levels of profit since accreditation.

60% of Investors in People accredited firms predict business growth, compared to the UK establishment average of 47%. (The UKCES Employer Perspectives Survey, 2012)



Watch Susan Shayler, Chief Operating Officer at the Numerical Algorithms Group (NAG) talk about how Investors in People helped unlock the resource necessary to bring the business into profitability and sustainability.

[View the video case study here](#)



People

Positive impact on employee turnover
Increased levels of employee engagement
Higher levels of staff productivity
Positive workplace culture

57% of accredited organisations report an increase in the ability of staff to do their jobs following accreditation. (Year 1)

54% of IIP organisations report an increased level of staff commitment and 48% increased staff productivity. (Year 2)



Watch Welland Medical's case of people investment, through the dedicated training and development of all employees. The impact has been significant, with increased levels of engagement, productivity, and a truly happier workforce.

[View the video case study here](#)

Trusted by the best

We are Investors in People. We exist to help every individual, and every team, be the very best they can be. Because good people make a great business.

We work with organisations of all size, sector and industry.

View these and other case studies [here](#)



"IIP has helped us implement employee loyalty and expansion"

Evelyne Kampits, HR Development Manager,
McDonalds Austria



"We need to be as good as we can be and Investors in People helps us do that"

Martina Milburn CBE, Chief Executive,
The Prince's Trust



"Working with the IIP accreditation proved to be an invaluable self-reflection journey"

Philippos C. Soseilos, Head of Human Capital,
PwC Ltd, Cyprus



"IIP has helped us create a more structured approach to talent management – supporting both staff and businesses as we grow"

Mike Sunley, Chief Executive,
Lexington Catering



"IIP recognition has been really good motivationally within the company, both for staff and the management team"

Anne Hughes, Regional HR Manager,
Arriva North West & Wales



"IIP is a valuable tool to check we are on the right track, maintaining our position as an employer of choice in the region"

Sarah Tompsett, Head of People & Performance,
Bristol Airport



"Investors in People has provided clear goals to aim for and developed the confidence of the company by giving objective and independent assurance about the standards being achieved"

Penny Aspden, Director of Organisational Development,
Helena Partnerships



"The principles of Investors in People underpin every aspect of Vauxhall Motors' strategy, and Vauxhall is using the Standard to shape its future direction"

Phil Millward, HR Director,
Vauxhall Motors



"We are absolutely committed to continuous improvement, it's in our DNA, and so Investors in People is the perfect tool to keep challenging us"

Barbara White, Learning & Development Manager,
BOC Customer Service Centre

Tips for getting the most out of the Investors in People Standard

Continuous Improvement

The Investors in People's best practice model is focused on continuous improvement. Organisations working with IIP have a thirst for continuous development, improvement and experimentation supported by a culture that encourages innovation.

Aim high

Business ambition lies at the heart of the Investors in People Standard. It's about your objectives and how to realise them in a way that makes sense for your organisation and your people.

Involve your people

We believe people are the engine of success for responsible, sustainable and profitable businesses. Engage your people in the process, unlock their potential and you'll reap the rewards.

Senior sponsorship

From the top to the bottom, everyone in the organisation needs to be engaged in the journey. Identify champions and trusted leaders within your organisation to drive through improvement and change.

"The more closely the organisation embraces the Investors in People philosophy; the more support Investors in People receives from top management; then the more Investors in People enhances managerial capabilities."

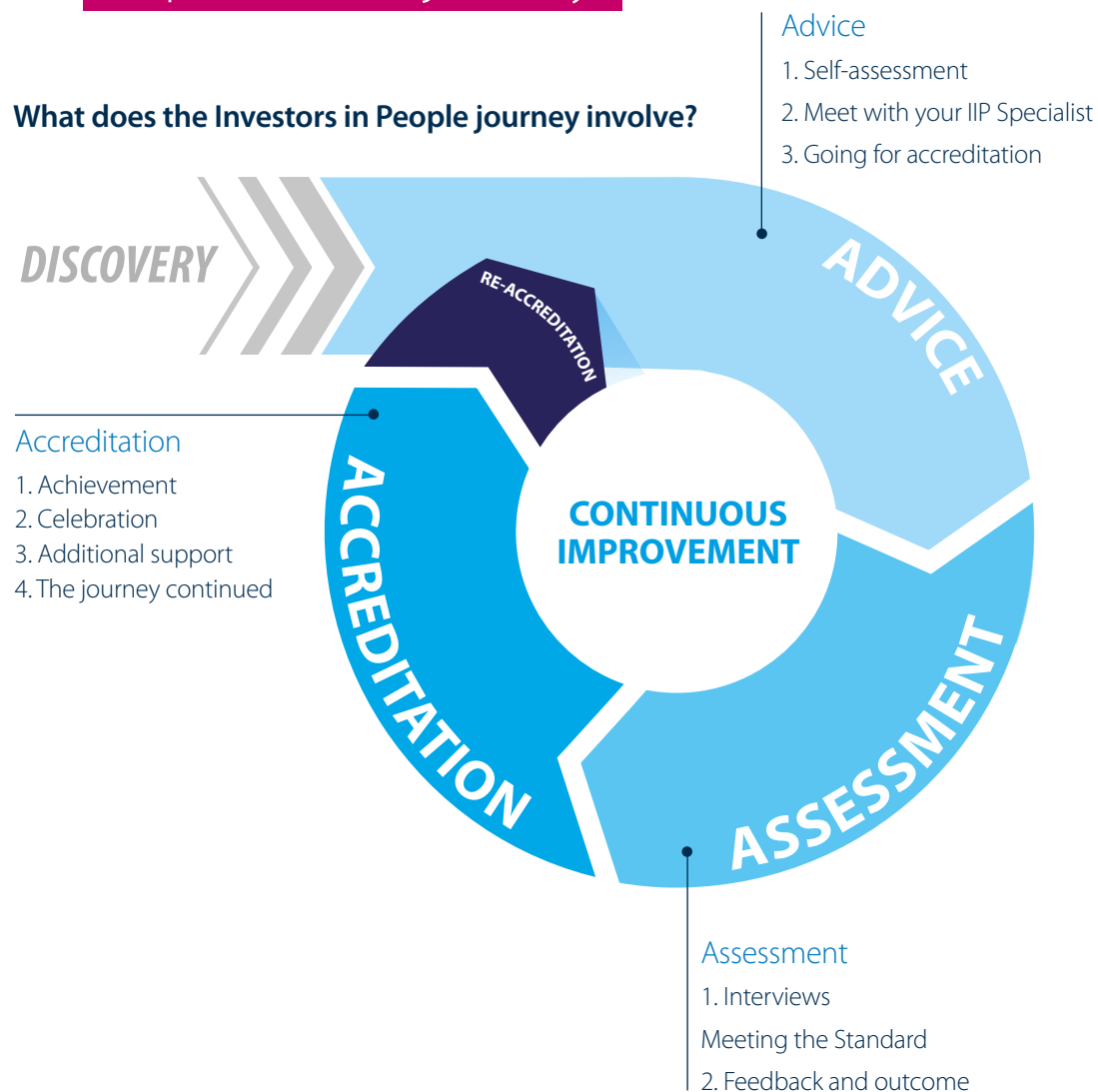


How is the Investors in People Standard different?

- 1 We have a focus on outcomes. Accreditation against the Standard is a validation that your people are aligned with your business goals.
- 2 We have a world recognised accreditation of best people practice. Accreditation is an opportunity to engage the whole business. Reassure customers, awarding organisations and governance groups that you're a well-run business.
- 3 We offer flexible deployment. It's not all about what you do, but how you do it and the impact it has.

A continuous improvement journey

What does the Investors in People journey involve?



1 Advice (Plan)

1. Self-assessment

Use the **IIP benchmark tool** to benchmark your people practices and create your free report. Score where you are today and see how to get started.



Attend a **free introduction** to Investors in People workshop to learn more about the Standard and how to work towards accreditation.

2. Meet with your IIP Specialist

We'll come and understand your organisation's context, objectives and current practices. Your assessor will help you understand how far you are from achieving the Standard.

Request a meeting today >>>



[Support]

Work with the IIP Framework (**download now >>>**) to identify areas of strength and weakness before an assessment. Come to workshops, meet with your IIP Specialist, use our online tools and resources, and speak to other IIP organisations.



[Action plan]

Want further support before accreditation? Your IIP Specialist will help you to formulate an action plan.

3. Going for accreditation

You make the decision to go for IIP accreditation and dates are scheduled. Go for the Standard, or Bronze, Silver and Gold accreditation. For a copy of the extended Framework, **contact your IIP centre >>>**

A continuous improvement journey *continued*

2 Assessment (Do)

1. Interviews

We select a representative cross section of the organisation to be interviewed by your IIP assessor. An assessor will spend time with your organisation carrying out discussions, one-to-one and/or as part of focus groups.

Meeting the Standard

2. Feedback and outcome

A feedback meeting and a written report will let you know the outcome of the interviews, if you've successfully met the IIP Standard, and areas for development.

3 Accreditation (Review)

1. Achievement

If the Standard is met, your organisation will receive Investors in People accreditation. Accreditation lasts for three years, during which you can engage further with the IIP community.

2. Celebration

Your organisation will receive a plaque, certificate, welcome pack and tools to support the celebration of your achievement. Engage your people in your success.

3. Additional support

Want further support to reach your organisational objectives? We're here to help. Whether it's advice, tools or resources you need. Our Specialists offer a wealth of experience and expertise.

4. The journey continued

- Want to share your story with others?
Let us know if you want support at press@investorsinpeople.co.uk
- Get involved in our online blog content.
Contact us at editorial@investorsinpeople.co.uk
- Continue to benchmark your improvements with our [free self-assessment tool >>>](#)
- Let us know about your accreditation and we'll post about in online. Become a case study on the IIP website. [See examples here >>>](#)
- Explore our online articles, 'How To' resources, eBooks for thought leadership and practical advice. [See content here >>>](#)
- Work further with your IIP Specialist on development areas.
- Attend workshops or client conferences for added learning and networking opportunities.

4 Re-Accreditation (Continuous improvement)

See where you measure up, and continue to develop, improve, whilst boosting efficiency, productivity and engagement. Why not reach for Gold next time?



Start your journey today



The power of benchmarking

The Investors in People Framework is used by high performing organisations across the world. Try our **free** benchmark tool to compare your people practices against the very best and see where you could improve.

Take 10 minutes to:

- Download your unique report against the Investors in People Framework
- Benchmark yourself against businesses of a similar size
- Test your performance against 20 employee engagement questions

You will be able to download and print your free benchmarking report, save your answers, and return anytime. Using historic data we will show you how your practices stack up against similar businesses and our world recognised Framework.

[Take the benchmark survey now >>>](#)



The Framework explored

It's the support mechanism to make your organisation great.

The Framework's 10 indicators cover:

- Business Strategy
- Learning & Development Strategy
- People Management Strategy
- Leadership and Management strategy
- Management Effectiveness
- Recognition and Reward
- Involvement and Empowerment
- Learning & Development
- Performance Measurement
- Continuous Improvement

Explore the Framework to see what best practice looks like, and how its structure could help you benchmark performance and drive improvements.

[Download for free now >>>](#)



Health and Wellbeing Framework

Our Health and Wellbeing Framework is dedicated to supporting your organisation's focus on employee health and wellbeing. **[Download for free now >>>](#)**



You will find these and other
handy resources and tools at
www.investorsinpeople.co.uk

Get in touch

Begin your partnership with Investors in People by arranging a no-obligation consultation.



Call 0300 303 3033 today



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Go online: www.investorsinpeople.co.uk

